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Employee Work Motivation at PT Gorontalo Tolangohula Sugar Factory

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Abstract

This study aims to determine the Employee Motivation at PT. Gorontalo Tolangohula Sugar Factory from the aspect of Management Efforts, Obstacles Faced by the company's management in motivating the work of employees, and the working motivation conditions of the Employees of PT Gorontalo Tolangohula Sugar Factory. This study uses a phenomenological approach to the type of qualitative research. The main focus of researchers is the Employee Motivation of PT Gorontalo Tolangohula Sugar Factory. The process of collecting field data is directly obtained at the research location, be it through initial observation of researchers, direct interviews. The results showed in principle the objectives of work motivation efforts implemented by the management of PT. Gorontalo Tolangohula Sugar Factory is following the Labor Law. The obstacles currently faced by the management of PT Gorontalo Tolangohula Sugar Factory in motivating employee work are, lack of human resources and lack of support from the local community. There are still employees who lack discipline, wait for orders, do not carry out work efficiently, lack discipline in time, less productive work spirit and decreased performance is a picture of the motivational conditions that occur.

Keywords: *Work Motivation; Employees; Companies*

Introduction

Demands to be able to perform high are needed in increasing motivation for employees, to improve the quality of good work, driven by technological advances, work facilities and employee morale will form professional individuals and the quality of the employees. A professional and quality workforce will shape work performance for employees, both individuals and groups, which then impacts the effectiveness of the organization as a whole (Vandenberg et al., 1999). Effective organization is more driven by various aspects, both internal aspects of the organization itself and external aspects of the organization that can shape the creation of organizational effectiveness. the workforce is part of the internal aspects of the organization, for that high work productivity of the people (employees) in the organization is needed. In the company, work productivity is the main guidance of the company, so that its survival or operation can be guaranteed (Muchiri et al., 2011). Many things can affect work productivity, for that the company must try to ensure that the factors associated with labor productivity can be maximally fulfilled.

Real behavior displayed by employees is influenced by various factors that also shape the behavior of a person (employee) which is then reflected in his actions and behavior in doing work. The problem is how to motivate employees to achieve company goals to produce optimal performance so that company goals are achieved (Garg & Rastogi, 2006). Discussing employee motivation cannot be separated by the factors that can affect an individual, given the very complex problems, the parties involved in the company must be careful in observing existing resources. Motivation is part of the factors that can affect the creation of individual employee performance (Maurer et al., 2003).

Employee motivation in organizations is also very important besides employee morale. Because low motivation can affect low performance as well (Chandrasekar, 2011). Basically, motivation can spur employees to work hard so they can achieve their goals. Work motivation is the process of influencing and encouraging a person to complete the desired goals and to create the excitement of one's work to work together. Motivation will be very important because, with motivation, it is expected that every employee is willing to work hard and enthusiastically to achieve high work productivity.

Based on the results of initial observations researchers in the field tendencies that are a phenomenon of problems at the company level PT. Gorontalo Tolangohula Sugar Factory, where there are still employees lacking discipline, working not according to expertise, waiting for orders, less innovative, not carrying out work efficiently, less time discipline, more waiting for leadership orders, less productive morale and less performance.

And the lack of company management attention in improving employee staff performance through career development or job placement that is not following employee competencies in carrying out tasks, and has not been done transparent or open supervision to all employees of the company that are more real and accompanied by the application of sanctions for employees who are less disciplined and less creative.

Another reason that makes employees become lack of enthusiasm for work is the process of recruitment that is less proportional between local and from outside the region, local employees are less trusted at the level of company management, even though the level of work experience has more than twenty years working in the company, employees are not allowed to continue their studies and frequent communication missions between management and employees. Another phenomenon shows that there is often a counter communication between company management and employees. This study aims to determine the Employee Motivation at PT. Gorontalo Tolangohula Sugar Factory from the aspect of Management Efforts, Obstacles Faced by the company's management in motivating the work of employees, and the working motivation conditions of the Employees of PT Gorontalo Tolangohula Sugar Factory.

Methodology

This study uses a phenomenological approach that researchers have a broad view and try to understand the meaning of events and their links to objects in certain situations to understand more deeply about the Work Motivation of Employees of PT. Gorontalo Tolangohula Sugar Factory, then the type of research is used qualitatively.

The main focus of the researcher is the Work Motivation of Employees of PT. Gorontalo Tolangohula Sugar Factory. The process of collecting field data is directly obtained at the research location, be it through initial observation of researchers, direct interviews. Qualitative data analysis according to Miles and Huberman (2002) is done interactively through a process of data reduction, data display, and verification.

Results and Discussion

Management Efforts of PT. Gorontalo Tolangohula Sugar Factory In Motivating Employee Work

To achieve the desired level of work motivation, the management of PT. Gorontalo Tolangohula Sugar Factory carries out efforts and motivation improvement programs to achieve the work productivity of its employees. The principle and purpose of work motivation programs in the company environment are how to make employees/workforce an asset or part of the company and not a means of production, so employees feel ownership of the company.

Real behavior displayed by employees of PT Gorontalo Tolangohula Sugar Factory is influenced by various factors that contribute to the behavior of a person (employee) which is then reflected in his actions and behavior at work, the problem is how to motivate employees to be able to work in earnest that needs to be owned by employees must be grown from within themselves, not because they work with fear in the presence of sanctions. This is not following the opinion of Sperling et al (2013) motivation is defined as a tendency to move, starting from self-motivation (drive) and ending with self-adjustment.

Direct interviews with some employees, conveyed that PT Gorontalo Tolangohula Sugar Factory currently prioritizes sanctions as the most dominant basis for motivating employees in their work, this can be proven by the lack of attention to employees who excel to be rewarded, and according to them when employees violating the rules of order, sanctions are quickly implemented. This is not following what was stated by McClelland (1987) that the achievement motive is an impulse in a person to do or do an activity or task as well as possible to be able to achieve work performance with a commendable predicate (Mangkunegara, 2001).

Based on McClelland's opinion, employees will be able to achieve maximum performance if he has a high-achieving motive. Achievement motives that employees need to have must be grown from within themselves beside the work environment. This is because the motives that are grown from within oneself will form the strength of self and if the work environment situation also supports the achievement of performance will be easier. All existing employee welfare programs are mostly aimed at how employees as company assets can make the company a second home, so that employees feel at home, feel at home and have high work motivation.

Obstacles Faced by Company Management in Motivating Employee Work

Based on observations and direct observations conducted in August 2011 in the PT Gorontalo Tolangohula Sugar Factory, Internal Barriers: (1) Some employees are not disciplined in complying with work time; (2) Lack of employee attendance; (3) Some employees are not serious in doing work during working hours; (4) Some employees do not want to carry out their work when overtime; (5) Lack of security oversight of company assets.

In connection with the reduction of inexperienced employees, the management of PT Gorontalo Tolangohula Sugar Factory recruits new employees, especially Bachelor, who is spread through universities in Gorontalo and outside the region. This is considered by some employees to be unfair given their years of work and experience working for the company for decades. While tenure benefits are not valued, it is different from new recruiting employees who, on average, directly occupy staff positions. While on the job, the old employees are training the new employees in this connection Maslow (1981) namely by providing a policy of work tenure benefits that are included in internal needs.

According to some employees, the current manager at PT Gorontalo Tolangohula Sugar Factory is the average person outside the area, while the local manager is only 1 (one) person. This proves the lack of trust in local people. According to some employees, the frequent change of managers makes them even less enthusiastic because the average manager can only survive working for a maximum of 2 years. This makes the motivation of employees decrease, according to them the relationship with the old manager that has been built, starting from mutual understanding of the characters, already established an emotional relationship, communication and managers already know the performance of each employee, but because of the change of new managers, for employees very detrimental because according to them the relationship that has been established is good (with the old manager), must start again from the beginning. And sometimes this is what causes miss-communication between subordinates and leaders. This means that communication is the process of interaction or mutual understanding of one another between humans with the intention that it can be accepted and understood between each other.

Provincial Minimum Wages in force in PT Gorontalo Tolangohula Sugar Factory according to some employees are still below when compared to the daily necessities of life, bearing in mind that this company is the largest sugar company in Eastern Indonesia with approximately 20 (twenty) years in existence, so automatically the period of most of the employees' work has been 20 (twenty) years, according to which the increase in the Provincial Minimum Wage per year cannot be compared to other companies in Gorontalo.

This is not following Maslow's theory (1981) namely by providing a policy of tenure benefits that are included in order needs that are fulfilled internally with wages, union contracts, and years of service. The External Obstacle is the lack of community support as indicated by the fire of about 150 hectares of sugarcane land every time the milling shows the lack of local community support, most of the PT Gorontalo Tolangohula Sugar Factory is located in the middle of settlements, so that community support is automatically expected by the company. Then the damage of sugarcane by cattle pests as indicated by the damage of sugar cane by cattle pests so that the company damages the loss of approximately 400 hectares each milled, indicating the lack of local community support for the company.

Conditions of Work Motivation Employees of PT Gorontalo Tolangohula Sugar Factory

Based on observations and direct observations conducted in August 2011 in the PT Gorontalo Tolangohula Sugar Factory environment. All employees during working hours work in accordance with their respective duties. Working hours set by PT. Gorontalo Tolangohula Sugar Factory, namely: Monday - Friday: 07.00 to 16.00 WIB and Saturdays 07.00 to 13.00 WIB.

For the implementation of discipline and order, PT Gorontalo Tolangohula Sugar Factory is very strict, it can be seen when entering the morning the employee is already in the office to do a Finger Print And for employees who are late 2 (two) in a row will be subject to sanctions. In the case of ignoring the provisions regarding the obligation to wear uniforms, shoes or other identification/work equipment, employees are very concerned. because the company does not hesitate to give a letter of reprimand to employees who do not heed.

For employees who do not return to the workplace after going to the Polyclinic without a doctor's certificate of rest, or entering/leaving work without going through the designated entrance/exit, and for employees who leave the workplace/site without a supervisor's permission or reduce efficiency working hours, in this case, all employees obey and implement them.

Employees in the field (Plantation Division) usually in their daily work using their transport (private motorcycles) are given Alluwns (substitute premium costs) by the Company, this is charged for

employees who are absent in the field. No wonder the level of attendance is very important in the plant division.

Employees in the Factory section (Factory Division and Workshop (mechanical & transportation section) look relaxed during working hours but will look serious in work during overtime hours (Overtime) imposed by the company. Employees in the Personnel, General, Civil, Finance (FA Division-HRD) when working hours are very serious and enthusiastic in their respective fields, but conversely during the overtime hours imposed by the company, some employees prefer not to continue work.

Another case with the security department employees, before the implementation of the morning apple all members of the orderly. Similarly, at the time of shifting, keep everything on time. However, when looking at the theft report at the security office is very alarming, almost every month there are cases of theft and neglect at work.

Based on observations, observations, and direct interviews with employees about employee work motivation, data obtained showed that the company through the Human Resources Development (HRD) department had a central function as all divisions regarding Wages, Overtime, Social Security, Health Insurance, Sanctions, etc.

In this division, the average employee works only during working hours (seven effective hours in which the Manpower Office applies), but when overtime work is imposed by the company some employees prefer not to work. When asked why they prefer not to carry out work overtime, the reason is: the overtime allowance given by the company is 2 (two) hours to carry out work. While the hours needed to complete incomplete work are more than 2 (two) hours. And more worrying about the multiplication of overtime, according to them, is still lacking.

Direct interviews with the Factory Division and Workshop Division. The Factory and Workshop divisions some of the employees during working hours (the seven effective hours imposed by the Manpower Act) seem relaxed but look serious about working during the hours (overtime) imposed by the company. When asked why they look relaxed when the hours are effective, whereas when the hours of overtime look serious, they answer: the lack of employee performance appraisal at PT Gorontalo Tolangohula Sugar Factory, makes their current performance decline. According to some employees, the implementation of an increase in employee wages is generalized between those who work diligently and those who are lazy. In this case, Mathis and Jackson (2000) say that performance appraisal can be carried out by anyone who understands correctly about individual employee behavior.

So according to them at this time the company is more likely to implement sanctions for employees who violate company rules (punishment), and less attention to employees who excel (reward). Related to this problem is widely used and its fundamental nature in the learning process, by using a principle called the Law of Effect (Law Of Effect) "the law says that a behavior that gets a pleasant reward will experience reinforcement and tends to be repeated and this is following the opinion McClelland argues that the motive for achievement is the drive-in someone to do or do an activity or task as well as possible to be able to achieve work performance (performance) as well as other opinions McClelland that, the highest achievers differentiate themselves from others by their desire to get things done better (Robins, 2001).

In this regard, employees are expected to be able to spur achievement motivation and create competitive work situations and hopefully employees are motivated to be the best.

Interviews with employees in the Plantation and Security Division. Cross-check on the provisions of normative, non-normative rules and sanctions imposed on employees. The average answers of

employees in the Plantation and Security Division include: According to some employees the rules imposed by PT Gorontalo Tolangohula Sugar Factory are now in accordance with The Manpower Act both normative and non-normative rules.

Regarding the Provincial Minimum Wage, according to some employees, even though it is in accordance with the Manpower Law, according to them, it is still below the cost of daily needs, considering that the current work period of employees has reached 20 (twenty) years, while there is no adjustment for work period. And this for them greatly affects the increase in wages and classes.

Regarding non-normative rules (policies), according to them, are policies that were implemented at the time of the company PT Gula Rajawali. And now the company PT Gorontalo Tolangohula Sugar Factory is trying not to enforce it anymore, but because employees in 2010 went on a strike then the company stopped its intention to not enforce it.

In every individual (employee) has motivation and within a worker, in general, there are two things that are important and can provide motivation or encouragement, namely the problem of compensation (compensation) and expectation (expectation) compensation as compensation for services from employers to employees who have provided constant contribution as a measure of satisfaction and dissatisfaction of someone in carrying out their duties or work.

Likewise, giving compensation can have a negative impact if the implementation is unfair and unworthy, which in turn leads to dissatisfaction. According to Siagian (2002), motivation is the driving force for a person to provide as much contribution as possible for the organization's success in achieving its goals.

There are employees in working motivation to work low and not care about the company's vision and mission. this is in some cases/problems caused by the company in building motivation based only on disciplinary sanctions against those who violate the rules of discipline. all employee welfare programs are mostly aimed at how employees as company assets can make the company a second home, so employees feel at home, feel at home and have high work motivation at work.

Real behavior displayed by employees is influenced by the dissatisfaction that contributes to the behavior of employees which is then reflected in their actions and behavior in carrying out the work. The problem is how to motivate employees to achieve company goals to produce optimal performance so that company goals can be achieved. Robins (2001) defines it as a process that plays a role in the intensity, direction, and duration of individual efforts towards achieving goals.

Intensity is related to how hard a person tries not to produce the desired performance if the effort is not channeled towards the benefit of the organization. In the end, motivation has a longstanding dimension. This is about a measure of how long a person can keep his business. Motivated individuals persevere long enough to achieve their goals.

Regarding the conditions of work motivation of employees at PT Gorontalo Tolangohula Sugar Factory will not be separated by the things that can affect employee motivation. Considering that the problem is very complex, management must be careful in implementing efforts to increase motivation which is a part that affects the creation of individual employee performance, because low motivation will result in low performance as well, meaning that physical and mental business activities at work are naturally good both at work and at rest.

In general, humans actually do not include people who do not like working (people like to work). This depends on the situation of control because it might work as a source of satisfaction, which will be

carried out voluntarily or maybe as a source of punishment/sanctions, which might try to avoid it so that supervision/control from outside and the threat of punishment/sanctions are not the only ones to encourage business to achieve company goals.

Conclusion

In principle, the purpose of work motivation efforts implemented by the management of PT. Gorontalo Tolangohula Sugar Factory is in accordance with the Labor Law. The obstacles/obstacles currently faced by the management of PT Gorontalo Tolangohula Sugar Factory in motivating employee work are, lack of human resources and lack of support of the local community. Motivation conditions, there are still employees who lack discipline, wait for orders, do not carry out work efficiently, lack discipline in time, less productive work spirit and decreased performance.

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